

# Emotional Intelligence & Building Connections

*“When a leader triggers resonance, you can read it in people’s eyes: They’re engaged and they light up.”*



## Emotions Come First

Leadership is primal and emotional. Great leaders fire people up, stoke their passions and rouse their emotions. Clearly, the primal element of leadership is emotional – that is, emotions come first.

## Primal Leadership & Emotional Intelligence

- Great leaders lead emotionally. Leadership is not only intellectual; it is also emotional. Leaders should be inspiring.
- Leaders get a great payoff for transmitting positive emotions: upbeat workers, high morale, better productivity, satisfied customers and rising profits.
- Research into the brain shows that emotions are contagious.
- The leader’s task is to create “resonance.”
- “Dissonance” is the enemy of great leaders.
- Self-knowledge is fundamental to great leadership.
- Leaders must be able to control their emotions and practice “self-management.”
- You can build emotional intelligence, but it takes work.
- Emotionally intelligent leaders draw strength from their values, and tend to be flexible, frank, open and informal.



# 4 Dimensions of Emotional Intelligence for Leaders



**PERSONAL COMPETENCE = SELF-MANAGEMENT + SELF-AWARENESS**

## #1 Self-management

**"Self-control"** – ability to control negative emotions and channel them in positive directions. Stay calm under fire.

**"Transparency"** – These leaders walk the talk. They do as they say. They are authentic and without duplicity.

**"Adaptability"** – Change without panic. They understand that organizational life is ambiguous and in flux. They regain their balance quickly on shifting ground.

**"Achievement"** – constantly stretch to attain new goals and achieve higher, more difficult objectives. Yet, they are realists. Pragmatically set achievable targets.

**"Initiative"** – Leaders with a sense of initiative seize success. They make their own opportunities.

**"Optimism"** – Optimistic leaders are positive and see the upside in any situation.

## #2 Self-awareness

**"Emotional self-awareness"** – Be aware of how emotions affect your behavior and performance. Intuitively know the best way to handle a situation. They are forthright, frank and unafraid to say what they feel.

**"Self-assessment"** – Self-aware leaders usually know their strengths and weaknesses. They have a sense of humor. They're comfortable with, and even welcome, constructive criticism. They are willing to learn and humble enough to ask for help.

**"Self-confidence"** – Self-aware leaders know when they are in an area of personal strength. They don't shy away from difficult assignments, instead, they welcome the challenge.

# 4 Dimensions of Emotional Intelligence for Leaders



**SOCIAL COMPETENCE = SOCIAL AWARENESS + RELATIONSHIP MANAGEMENT**

## #3 Social awareness

**"Empathy"** – Empathetic leaders tune into others' emotional signals. They listen, pay attention and understand. They get along with people from various backgrounds.

**"Organizational awareness"** – These leaders are politically savvy, and can read the power landscape and the social lay of the land. They sense which political forces are in competition and why.

**"Service"**– These leaders nurture a climate of service and satisfaction by being excellent servants to those around them.

*“There’s a good reason why communication and community are the same words”*

## #4 Relationship management

**"Inspiration"** – Inspiring leaders build resonance in people by having a contagious vision and mission that everyone shares.

**"Influence"** – Influential leaders know what to say or do to convince others to follow them. They can persuade, engage, get necessary buy-ins, and build and use networks.

**"Developing others"** – Leaders with this competence can cultivate others' abilities. They show a real interest in others.

**"Change catalyst"** – These practical, strategic leaders see what change is necessary, and aren't afraid to rock the boat.

**"Conflict management"** – Air differences and similarities. To find a compromise, they acknowledge the conflict.

**"Teamwork and collaboration"** – Team players foster an ambience of cooperation and collegiality. They respect others and are available to help.